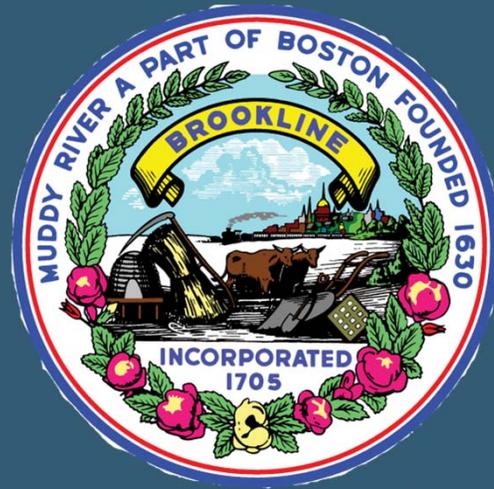


# TOWN OF BROOKLINE FY20 – FY25 PRELIMINARY CAPITAL IMPROVEMENT PROGRAM



December 18, 2018

# CAPITAL IMPROVEMENT PROGRAM

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- “Capital planning and budgeting is central to economic development, transportation, communication, delivery of other essential services, and environmental management and quality of life. Much of what is accomplished by local govt’s depends on a sound long-term investment in infrastructure and equipment.” – from ICMA’s *Capital Budgeting: A Guide for Local Governments*

# HEADLINES



- Balanced \$266M Six-Year CIP (FY20–FY25)
- Driscoll and Baldwin School Schematic Design approved by Town Meeting – cost estimates being refined. Currently reflected as \$100M for Driscoll and \$82M for Baldwin.
- \$2M for Feasibility / Schematic Design for the Pierce School – MSBA partnership
- \$9.8M for Classroom Capacity primarily for lease/rental costs associated with the School's short-term space plan
- Debt Exclusions will be required for construction cost for all three school projects
- Even with the pressures caused by enrollment growth, continued investment in the Town's parks/ playgrounds, infrastructure, IT, and Fire stations

# MAJOR PROJECTS



- ❑ Pierce School- 2M for Feasibility / Schematic Design
- ❑ Radio Infrastructure - \$4.5M (FY20-24)
- ❑ Larz Anderson - \$13.4M (FY20-25, Future Years)
- ❑ Classroom Capacity - \$9.8M (FY20-FY25)
- ❑ Skyline Park \$1.98M (FY25)
- ❑ Fire Station Renovations - \$1.7M (FY20-22)
- ❑ Public Building Fire Alarm upgrades - \$1.7M (FY19-24)
- ❑ HVAC equipment - \$1.3M (FY19-24)
- ❑ Fire Department's Engine #1 Replacement - \$725K (FY23)

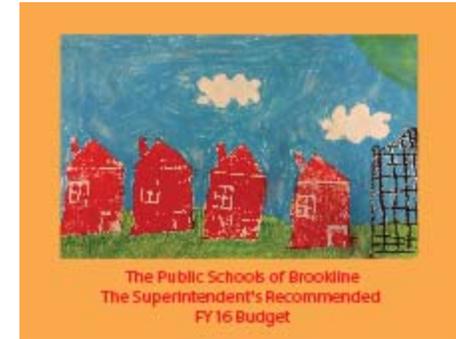
# CONTINUED MAJOR INVESTMENT



- Parks & Open Space - \$4.4M (non-project specific investment)
- Street & Sidewalk Rehab - \$25M
- Town/School Masonry/Fenestration - \$6.4M (reflects savings + reset schedule)
- Town/School Roofs - \$1.6M (reflects savings + reset schedule)
- Water & Sewer Infrastructure - \$8.2M -- enterprise fund
- Fire Apparatus - \$500K
- Information Technology - \$1.1M
- Tree Replacement - \$1.9M
- Energy Conservation - \$1.4M

# INVESTMENT IN SCHOOLS

- \$211M 6-yr plan
- Debt Exclusions will be required for Baldwin Driscoll and Pierce project(s)



	Total	Prior Year (FY19)	FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
<b>SCHOOL</b>																
Furniture Upgrades	1,020,000	100,000	110,000	A	120,000	A	120,000	A	100,000	A	150,000	A	150,000	A	170,000	A
HVAC Equipment	1,100,000	150,000	150,000	A	150,000	A	200,000	A					50,000	A	400,000	A
Classroom Climate Control	225,000	225,000														
Underground tank removal	450,000				100,000	A	100,000	A			100,000	A	100,000	A	50,000	A
Town/School ADA Renovations	680,000	75,000	80,000	A	80,000	A	85,000	A	85,000	A	90,000	A	90,000	A	95,000	A
Town/School Elevator Renov. Program	700,000	300,000			100,000	A	100,000	A			100,000	A			100,000	A
Town/School Energy Conservation Projects	1,580,000	180,000	185,000	A	190,000	A	195,000	A	200,000	A	205,000	A	210,000	A	215,000	A
Town/School Energy Management System	1,145,000	125,000	125,000	A	125,000	A	130,000	A	130,000	A	130,000	A	130,000	A	250,000	A
Town/School Bldg Envelope/Fenestration Rep	8,000,000		1,500,000	B			750,000	B			1,500,000	B	1,850,000	B	2,400,000	A/B
Town/School Bldg Envelope/Fenestration Rep cash	800,000						800,000	A								
Town/School Roof Repair/Repl. Program	9,450,000				3,100,000	B			650,000	B			1,700,000	B	4,000,000	A/B
Public Building Fire Alarm upgrades	1,950,000	250,000			300,000	A	450,000	A			300,000	A	300,000	A	350,000	A
Town/School Bldg Security / Life Safety Sys	1,430,000	130,000	260,000	A	160,000	A	170,000	A	170,000	A	180,000	A	180,000	A	180,000	A
Town/School Compactor Replacements	200,000	100,000	50,000	A											50,000	A
School Rehab/Upgrade	813,000	230,000	198,000	A	115,000	A					135,000	A			135,000	A
High School Addition - Town Share (non-Debt Excl)	35,000,000	35,000,000														
High School Addition (Debt Excl)	151,800,000	151,800,000														
High School cash	2,400,000	2,400,000														
Driscoll School Schematic Design	1,500,000	1,500,000														
Driscoll School Construction	100,000,000		100,000,000	K												
Driscoll School Rehabilitation	4,000,000	4,000,000														
Baldwin School Schematic Design	1,500,000	1,500,000														
Baldwin School Construction	82,000,000		82,000,000	K												
Pierce School Feas. / Schematic	2,000,000		2,000,000	B												
Pierce School Construction	-				TBD	K										
Classroom Capacity	9,844,000	1,165,000	1,450,000	A	1,099,000	A	1,065,000	A	1,165,000	A	1,300,000	A	1,300,000	A	1,300,000	A
<b>School Total</b>	<b>419,587,000</b>	<b>199,230,000</b>	<b>188,108,000</b>		<b>5,639,000</b>		<b>4,165,000</b>		<b>2,500,000</b>		<b>4,190,000</b>		<b>6,060,000</b>		<b>9,695,000</b>	

# INVESTMENT IN PARKS



- ❑ 8 individual park projects totaling \$14.7M over the 6-yr period
- ❑ An additional \$3.5M in other parks/open space accounts

	Total	Prior Year (FY19)	FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Future Years	
			Amount	RC												
<b><u>Parks and Playgrounds</u></b>																
Amory tennis courts, Parking and Halls Pond	1,700,000												1,700,000	B		
Cypress Playground/Athl. Field	240,000	240,000														
Fisher Hill Gatehouse Safety and Structural Improvemen	175,000														175,000	A
Harry Downes Field & Playground/Kraft Family Athl.	2,450,000	2,450,000														
Larz Anderson Park	12,400,000	2,700,000			2,200,000	B					2,500,000	B			5,000,000	B
Larz Anderson Park cash	1,025,000	425,000	600,000	A												
Murphy Playground	915,000						915,000	B								
Riverway Park	625,000														625,000	A
Robinson Playground	1,250,000		100,000	A	1,150,000	B										
Schick Playground	1,125,000				100,000	A	1,025,000	B								
Boylston St. Playground	1,350,000						110,000	A	1,240,000	B						
Griggs Park	1,120,000												1,120,000	A		
Soule Athletic Fields	1,900,000														1,900,000	B
Skyline Park Turf replacement and Park Improvemen	1,980,000												1,980,000	B		
Parks/Playgrounds Rehab/Upgrade	2,520,000	305,000	310,000	A	310,000	A	315,000	A	315,000	A	320,000	A	320,000	A	325,000	A
Town/School Ground Rehab.	1,380,000	155,000	160,000	A	165,000	A	170,000	A	175,000	A	180,000	A	185,000	A	190,000	A
Tennis Courts / Basketball Courts	650,000		200,000	A											450,000	A
Comfort Stations	400,000		350,000	A											50,000	A
<b>Public Works - Parks and Playground Sub-Total</b>	<b>33,205,000</b>	<b>6,275,000</b>	<b>1,720,000</b>		<b>3,925,000</b>		<b>2,535,000</b>		<b>1,730,000</b>		<b>3,000,000</b>		<b>5,305,000</b>		<b>8,715,000</b>	



## INVESTMENT IN FIRE APPARATUS & FACILITIES

- Continues to modernize the Fire Department's fleet
  - ▣ Engine # 1 replaced in FY23
  - ▣ Rehab/ replacement program
    - Quint #4 deferred until 2022
- Mechanical, Electrical, Plumbing (MEP) funding continues

	Total	Prior Year (FY19)	FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Future Years	
			Amount	RC	Amount	RC										
<b><u>PUBLIC SAFETY</u></b>																
Fire Apparatus Rehab	1,865,000						500,000	A			125,000	A	240,000	A	1,000,000	A/B
Engine #1 Replacement	725,000								725,000	B						
CAD System Upgrade	200,000	200,000														
Fire Station Renovations	1,655,000	385,000	600,000	A	670,000	A										
Radio Infrastructure	4,500,000		900,000	A												
Refurbish Drafting pit	50,000		50,000	A												
<b>Public Safety Total</b>	<b>8,995,000</b>	<b>585,000</b>	<b>1,550,000</b>		<b>1,570,000</b>		<b>1,400,000</b>		<b>1,625,000</b>		<b>1,025,000</b>		<b>240,000</b>		<b>1,000,000</b>	

# INVESTMENT IN PUBLIC WORKS INFRASTRUCTURE

- Continues to follow the 2008 Override by increasing street and sidewalk funding by 2.5%/yr

	Total	Prior Year (FY19)	FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Future Years	
			Amount	RC	Amount	RC										
<b><u>PUBLIC WORKS:</u></b>																
<b><u>Transportation</u></b>																
Traffic Calming / Safety Improvements	650,000	85,000	265,000	A	50,000	A										
Bicycle Access Improvements	207,775	176,775	31,000	A												
Parking Meter Technology Upgrade	483,120		161,040	A	322,080	A										
Transportation Network Company Mitigation Projects	1,607,442	207,442	200,000	C	200,000	C										
Public Works - Transportation Sub-Total	2,948,337	469,217	657,040		572,080		250,000		250,000		250,000		250,000		250,000	
<b><u>Engineering/Highway</u></b>																
Street Rehab - Town	16,300,000	3,110,000	1,750,000	A	1,790,000	A	1,830,000	A	1,880,000	A	1,930,000	A	1,980,000	A	2,030,000	A
Street Rehab - State	7,684,840	960,605	960,605	C	960,605	C										
Sidewalk Repair	2,794,000	320,000	328,000	A	336,000	A	344,000	A	353,000	A	362,000	A	371,000	A	380,000	A
Parking Lot Rehab.	205,000														205,000	A
Fire Alarm Call box system	1,125,000		1,125,000	A												
Public Works - Engineering/Highway Sub-Total	28,108,840	4,390,605	4,163,605		3,086,605		3,134,605		3,193,605		3,252,605		3,311,605		3,575,605	
<b><u>Water / Sewer</u></b>																
Singletree Hill Tank Improvements	490,000				490,000	F										
Stormwater Improvements	900,000		300,000	F	300,000	F	300,000	F								
Water System Improvements	2,000,000		2,000,000	G												
Water Meter MTU Replacement	1,090,000	265,000	265,000	F	280,000	F	280,000	F								
Wastewater System Improvements	3,000,000	3,000,000														
Netherlands Road Improvements	605,000	150,000	455,000	F												
Public Works - Water / Sewer Sub-Total	8,085,000	3,415,000	3,020,000		1,070,000		580,000		-		-		-		-	

# 7.5% CIP FUNDING POLICY

6% Policy +  
Free Cash =  
7.5%

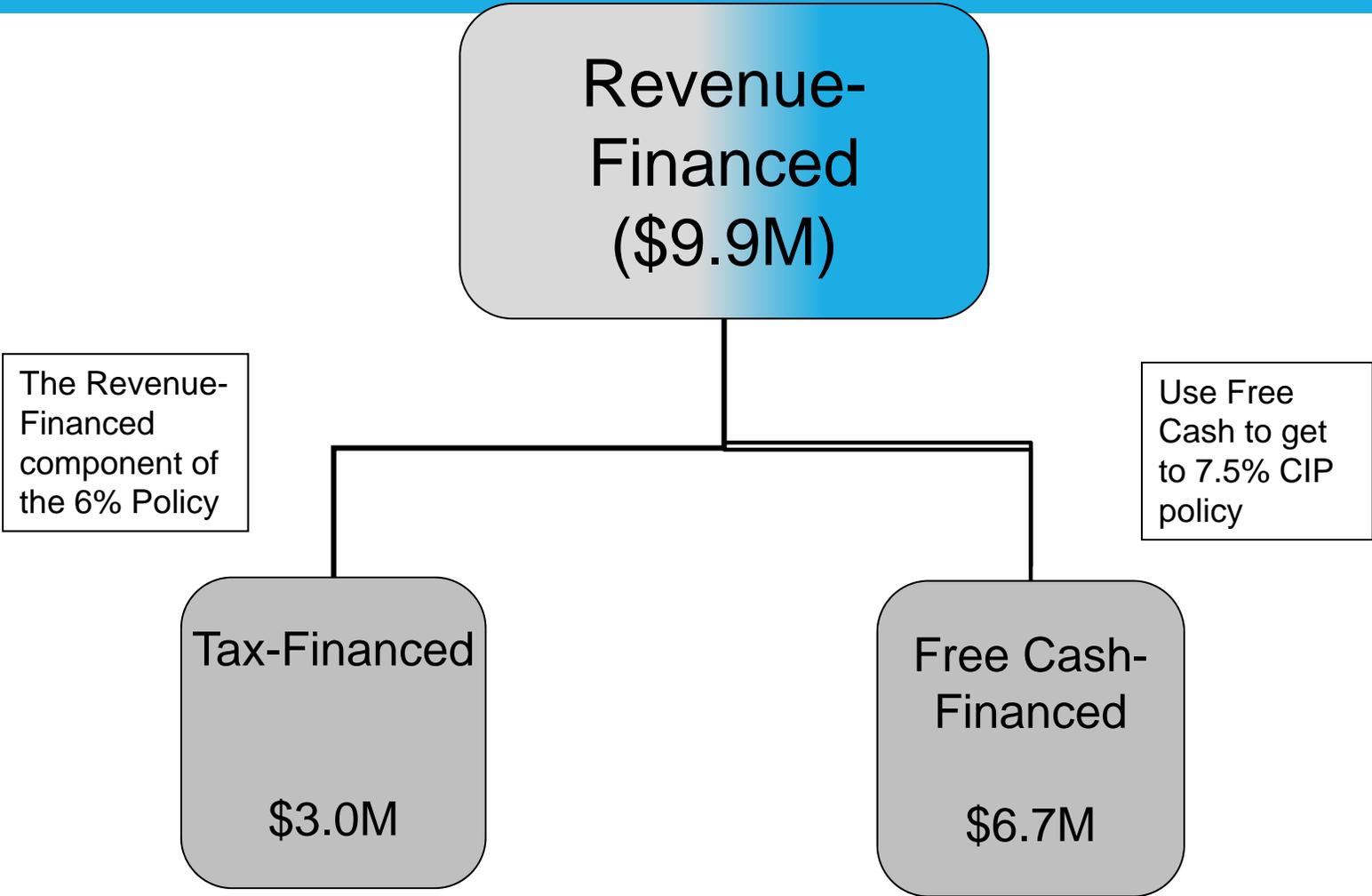
6% Policy

Debt-Financed  
[Goal = 4.5%]

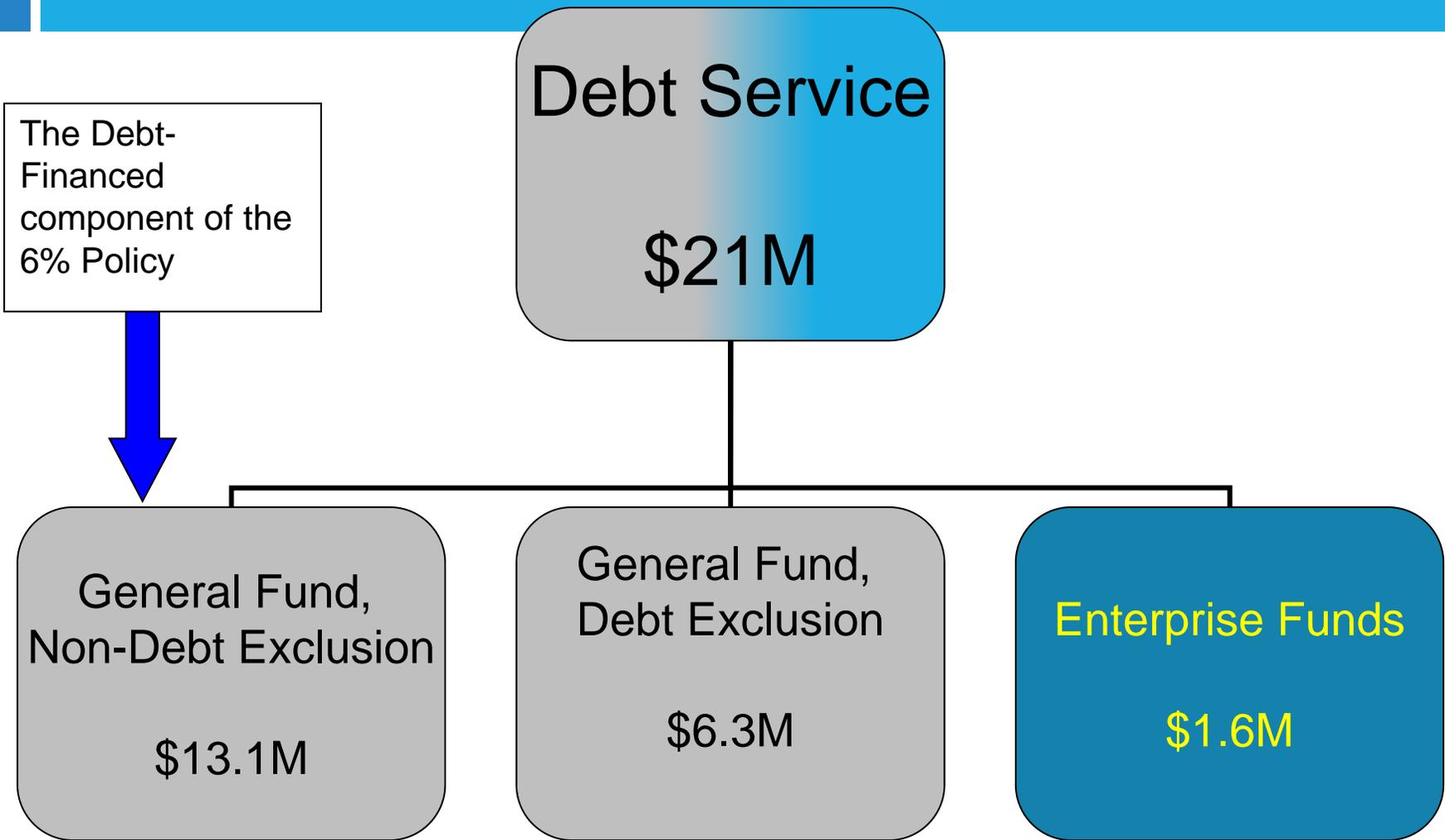
Tax-Financed  
[Goal = 1.5%]

Free Cash-  
Financed  
(to get to 7.5%)

# FY20 REVENUE-FINANCED COMPONENT



# FY20 DEBT-FINANCED COMPONENT



# CIP FINANCING – FREE CASH

- The FY20-FY25 CIP follows the Town’s Free Cash Policy:
  1. Budget Reserve – ¼ of the annual budget reserve fund (“reserve fund”)
  2. Unreserved Fund Balance / Stabilization Fund – maintain at minimum of 10% of revenue
  3. Liability / Catastrophe Fund – maintain at 1% of net revenue
  4. CIP – bring CIP funding up to 7.5% from the 6% CIP Policy
  5. Affordable Housing Trust Fund – deposit if the fund balance is less than \$5M
  6. Special Use – augment funds related to fringe benefits, go toward unfunded employee benefit liabilities, and other one-time uses, including add’l funding for the CIP and AHTF

Free Cash Certification	\$11,881,257
1. Operating Budget Reserve (25% of Operating Budget Reserve)	\$671,123
2. Fund Balance	\$2,600,000
a. Unreserved Fund Balance (left unappropriated)	\$2,600,000
b. Stabilization Fund (appropriated)	\$0
3. Liability Reserve (to get fund to 1% of Prior Yr Net Revenue)	\$389,700
4. Capital Improvements (to get to 7.5% of Prior Yr Net Revenue)	\$4,026,741
5. Affordable Housing Trust Fund (if Fund Balance below \$5M)	\$0
Sub-Total	\$7,687,564
Amount available for Special Use (#6)	\$4,193,693
6. <u>Special Use:</u>	
Additional CIP	\$2,693,693
OPEB's	\$600,000
Driscoll School Schematic partial funding 12/13/18 STM	\$200,000
Pension Fund	\$300,000
Worker's Comp Trust Fund	\$200,000
Affordable Housing Trust Fund	\$200,000

# MULTI-YEAR CIP FUNDING SUMMARY (Gen Fund)

	2020	2021	2022	2023	2024	2025
6% Policy	16,106,962	16,813,052	17,436,309	17,983,663	18,487,514	19,032,025
Net-Debt *	13,068,091	12,606,473	13,098,902	15,541,290	14,970,945	14,723,186
% of Prior Yr Net Rev	4.87%	4.50%	4.51%	5.19%	4.86%	4.64%
Pay-as-you-Go	3,038,871	4,206,579	4,337,406	2,442,373	3,516,569	4,308,839
% of Prior Yr Net Rev	1.13%	1.50%	1.49%	0.81%	1.14%	1.36%
Free Cash / Other	6,882,489	3,732,209	3,586,508	3,384,766	3,373,391	3,163,354
Debt Exclusion	6,321,995	10,283,555	14,896,465	14,895,215	14,891,715	14,895,965
<b>TOTAL</b>	<b>29,311,447</b>	<b>30,828,816</b>	<b>35,919,282</b>	<b>36,263,644</b>	<b>36,752,620</b>	<b>37,091,344</b>

7.5% Policy

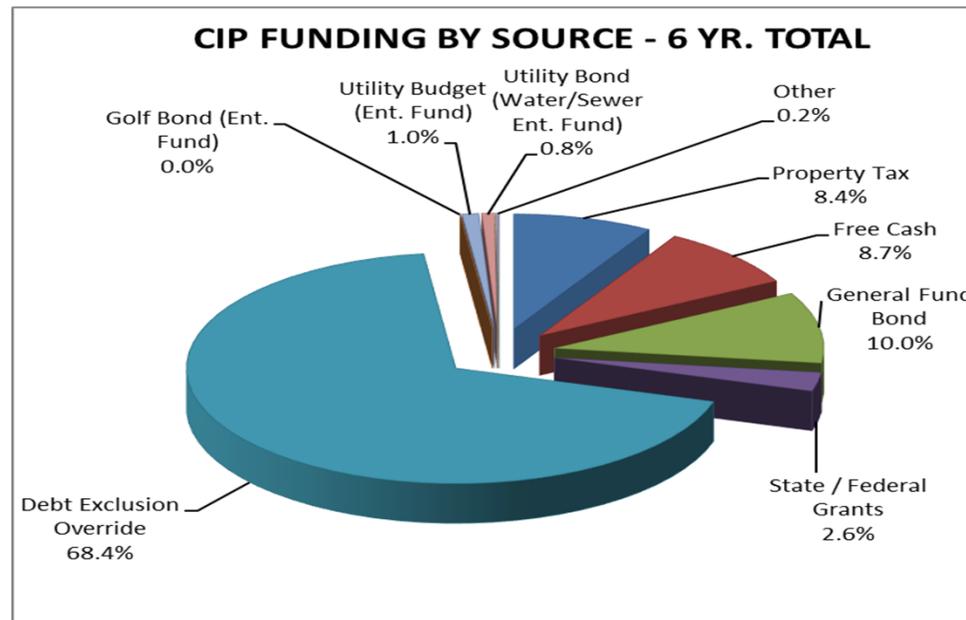
CIP as a % of Prior Yr Net Rev	8.6%	7.3%	7.2%	7.1%	7.1%	7.0%
CIP as a % of Prior Yr Net Rev w/ Debt Excl	10.9%	11.0%	12.4%	12.1%	11.9%	11.7%

\* Defined as General Fund debt less debt supported by a debt exclusion.

# FINANCING SUMMARY

## GRAND TOTAL BY SOURCE (in millions)

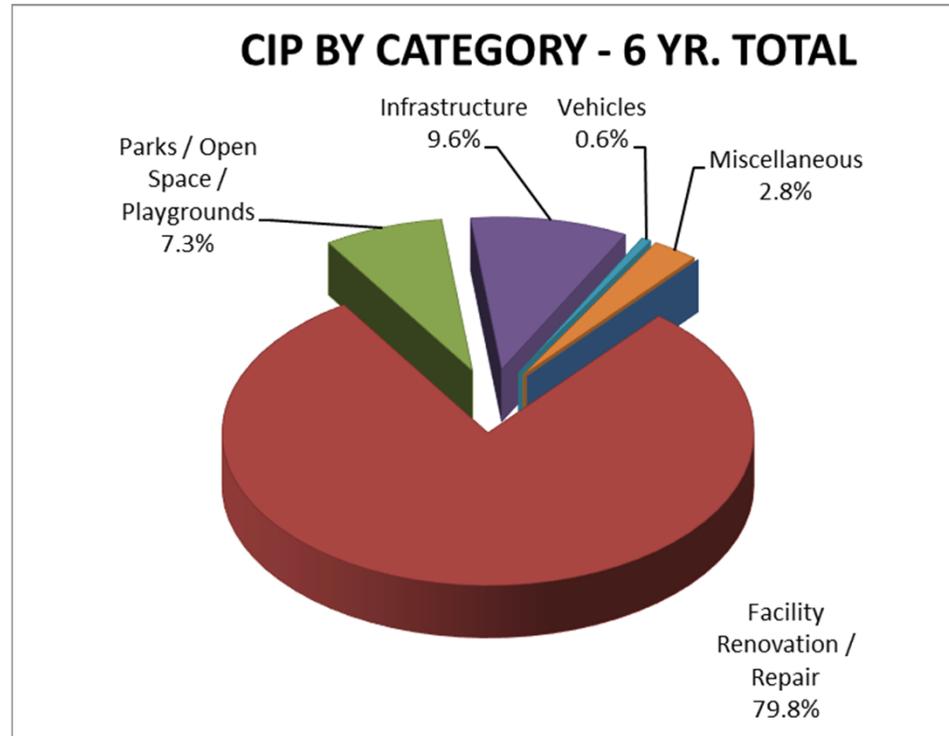
	FY20	FY21	FY22	FY23	FY24	FY25	TOTAL	% OF TOTAL
Property Tax	\$3.16	\$4.22	\$4.55	\$2.55	\$3.50	\$4.31	\$22.29	8.4%
Free Cash	\$6.72	\$3.41	\$3.39	\$3.28	\$3.27	\$3.14	\$23.22	8.7%
General Fund Bond	\$3.50	\$6.45	\$2.69	\$2.62	\$4.00	\$7.23	\$26.49	10.0%
State / Federal Grants	\$1.16	\$1.16	\$1.16	\$1.16	\$1.16	\$1.16	\$6.96	2.6%
Debt Exclusion Override	\$182.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$182.00	68.4%
Golf Bond (Ent. Fund)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Utility Budget (Ent. Fund)	\$1.02	\$1.07	\$0.58	\$0.00	\$0.00	\$0.00	\$2.67	1.0%
Utility Bond (Water/Sewer Ent. Fund)	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.00	0.8%
CDBG	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Other	\$0.00	\$0.32	\$0.00	\$0.00	\$0.10	\$0.00	\$0.42	0.2%
Re-Appropriation of Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>TOTAL</b>	<b>\$199.56</b>	<b>\$16.64</b>	<b>\$12.37</b>	<b>\$9.61</b>	<b>\$12.04</b>	<b>\$15.84</b>	<b>\$266.05</b>	<b>100%</b>



# CATEGORY SUMMARY

## GRAND TOTAL BY CATEGORY (in thousands)

	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL	% OF TOTAL
New Facility Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Facility Renovation / Repair	\$189.51	\$6.32	\$4.05	\$2.40	\$4.04	\$5.91	\$212.22	79.8%
Parks / Open Space / Playgrounds	\$1.61	\$4.16	\$2.78	\$1.97	\$3.25	\$5.55	\$19.31	7.3%
Infrastructure	\$6.26	\$4.73	\$3.96	\$3.44	\$3.50	\$3.56	\$25.46	9.6%
Vehicles	\$0.00	\$0.00	\$0.50	\$0.73	\$0.13	\$0.24	\$1.59	0.6%
Miscellaneous	\$2.19	\$1.43	\$1.09	\$1.07	\$1.13	\$0.58	\$7.48	2.8%
<b>TOTAL</b>	<b>\$199.56</b>	<b>\$16.64</b>	<b>\$12.37</b>	<b>\$9.61</b>	<b>\$12.03</b>	<b>\$15.84</b>	<b>\$266.05</b>	<b>100%</b>

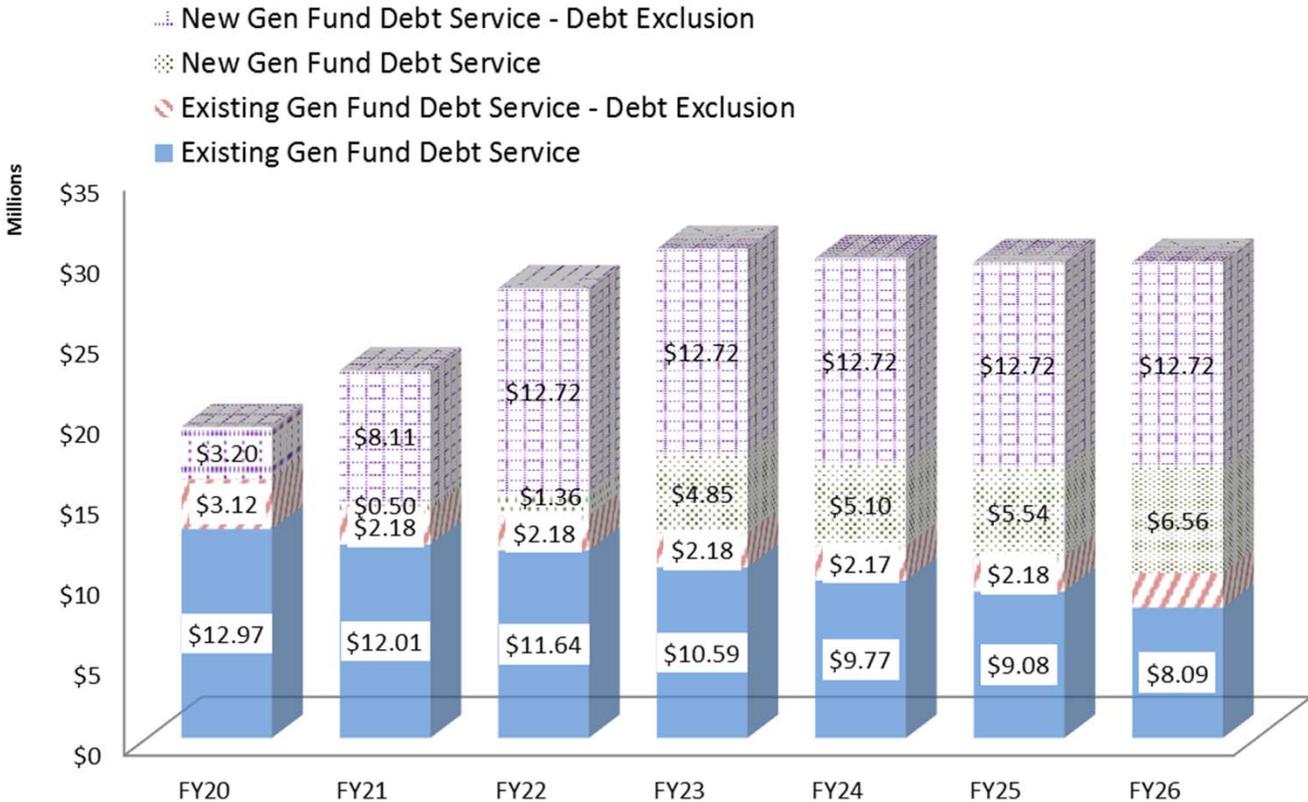


# DEBT MANAGEMENT PLAN - Gen Fund (in millions)

PROJECT	BOND AUTH.	BOND AMT	TERM	2020	2021	2022	2023	2024	2025	2026	2027
<b>Funded Within 6% CIP Policy</b>											
High School Schematic Design (previously authorized)	\$1.850	\$1.850	10	\$0.259	\$0.252	\$0.244	\$0.237	\$0.229	\$0.222	\$0.215	\$0.207
Carlton St. Footbridge (previously authorized)	\$1.400	\$1.000	10	\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121	\$0.117	\$0.113
Harry Downes/Kraft Athletic Facility (future authorization)	\$2.450	\$2.450	10	\$0.349	\$0.339	\$0.328	\$0.318	\$0.307	\$0.297	\$0.287	\$0.276
Larz Anderson Park (future authorization)	\$2.700	\$2.700	10	\$0.385	\$0.373	\$0.362	\$0.350	\$0.339	\$0.327	\$0.316	\$0.304
Driscoll School (future authorization)	\$4.000	\$4.000	10	\$0.447	\$0.435	\$0.423	\$0.411	\$0.399	\$0.387	\$0.375	\$0.363
Envelope/Fenestration Repairs (future authorization)	\$1.500	\$1.500	10		\$0.214	\$0.207	\$0.201	\$0.195	\$0.188	\$0.182	\$0.176
Pierce School Feas. / Schematic Design	\$2.000	\$2.000	10		\$0.285	\$0.277	\$0.268	\$0.260	\$0.251	\$0.243	\$0.234
Roof Repairs/Replacements (previously authorized)	\$1.200	\$0.350	10			\$0.050	\$0.048	\$0.047	\$0.045	\$0.044	\$0.042
Roof Repairs/Replacements (future authorization)	\$3.100	\$3.100	15			\$0.346	\$0.337	\$0.328	\$0.318	\$0.309	\$0.300
Robinson Playground (future authorization)	\$1.150	\$1.150	10			\$0.164	\$0.159	\$0.154	\$0.149	\$0.144	\$0.139
Larz Anderson Park (future authorization)	\$2.200	\$2.200	10			\$0.314	\$0.304	\$0.295	\$0.285	\$0.276	\$0.267
Schick Park (future authorization)	\$1.025	\$1.025	10				\$0.146	\$0.142	\$0.137	\$0.133	\$0.129
Murphy Playground (future authorization)	\$0.915	\$0.915	10				\$0.130	\$0.126	\$0.123	\$0.119	\$0.115
High School Addition (future authorization)	\$35.000	\$35.000	25				\$3.150	\$3.080	\$3.010	\$2.940	\$2.870
Envelope/Fenestration Repairs (future authorization)	\$0.750	\$0.750	10				\$0.107	\$0.104	\$0.101	\$0.097	\$0.094
Roof Repairs/Replacements (future authorization)	\$0.650	\$0.650	10					\$0.093	\$0.090	\$0.087	\$0.084
Engine #1 Replacement (future authorization)	\$0.725	\$0.725	10					\$0.103	\$0.100	\$0.097	\$0.094
Boylston St Playground (future authorization)	\$1.240	\$1.240	10					\$0.177	\$0.171	\$0.166	\$0.161
Larz Anderson Park (future authorization)	\$2.500	\$2.500	10						\$0.356	\$0.346	\$0.335
Envelope/Fenestration Repairs (future authorization)	\$1.500	\$1.500	10						\$0.214	\$0.207	\$0.201
Larz Anderson Park (future authorization)	\$1.000	\$1.000	10							\$0.143	\$0.138
Amory Tennis courts, Parking and Halls Pond (future authorization)	\$1.700	\$1.700	10							\$0.242	\$0.235
Envelope/Fenestration Repairs (future authorization)	\$1.850	\$1.850	10							\$0.264	\$0.256
Roof Repairs/Replacements (future authorization)	\$1.700	\$1.700	10							\$0.242	\$0.235
Skyline Park (future authorization)	\$1.980	\$1.980	10							\$0.282	\$0.274
Larz Anderson Park (future authorization)	\$2.500	\$2.500	10								\$0.206
<b>NEW GEN FUND DEBT SERVICE (cumulative)</b>				<b>\$1.582</b>	<b>\$2.035</b>	<b>\$2.848</b>	<b>\$6.296</b>	<b>\$6.502</b>	<b>\$6.894</b>	<b>\$7.872</b>	<b>\$7.848</b>



# DEBT SERVICE – GENERAL FUND



# 6% POLICY SPLIT – DEBT-FINANCED vs “PAY-AS-YOU-GO”

- Debt Service for High School constrains CIP in out-years

